

March 12, 2003

TO: All Department Heads

FROM: Kathleen N. A. Watanabe, Director

SUBJECT: New Supervisory Development Course

I am pleased to announce that beginning in May, the Department of Human Resources Development (DHRD) will be offering a new supervisory development course titled "Leadership for Results."

The supervisors in your departments occupy a critical position because of the linkage they form between management and the workforce. They are the ones who must lead, direct, coach, and develop employees so that they can work towards the goals of your departments. It is essential that supervisors have the knowledge and skills necessary to carry out their responsibilities as effectively and efficiently as possible. This is important at all times but particularly so in times of limited budgets such as the present. Your supervisors need the tools to do "more with less."

I believe the Leadership for Results (LFR) course can help provide those tools.

LFR is a nine-day course conducted one day a week for nine weeks. It consists of seventeen specific skill modules which are described in the attachment. As you can see from the description, it covers a wide variety of leadership and interpersonal skills vital to the job of any supervisor.

AchieveGlobal, the company which produces the LFR program, is internationally prominent in the field of training and employee development and is widely recognized as having some of the highest quality supervisory training materials available anywhere.

The following State of Hawaii and City and County of Honolulu employees will serve as instructors in the course:

- Cassandra Adachi, State Department of Human Resources Development
- Steve Kamaura, State Department of Human Resources Development
- Mike Medeiros, State Department of Transportation
- Jan Javinar, University of Hawaii

- Vincent Goo, City and County Department of Human Resources
- Robert Aona, City and County Department of Environmental Services

Classes conducted by City and County instructors will be attended by a mix of State and City and County employees. I am particularly pleased by this example of making the most of our limited resources through inter-jurisdictional cooperation.

The teaching method in the course is highly participative. Trainees will be involved in a variety of skill-building activities. The course does not emphasize theory. It focuses on specific, practicable actions supervisors can take on the job to improve the performance of their units.

As part of the course, participants are required to actually use the skills they have learned on the job and then report on their experiences at the next meeting of the class. This activity is designed to ensure that skills learned in the classroom are applied on the job.

LFR is a key component in DHRD's Supervisory Leadership Development Program (SLDP). It will be one of the core courses in the SLDP and, as such, will be mandatory for all first-line supervisors.* The SLDP and its various components are fully described in catalogs which have been distributed to each department.

A schedule of classes for calendar year 2003 is attached along with registration information.

I understand that, in light of recent budget cuts, some units may have difficulty finding the funds to pay the \$700 registration fee for LFR (\$500 for FrontLine Leadership). For those units which are truly unable to pay the registration fee, there is the possibility of DHRD's providing partial scholarships. Those interested should have a letter sent from a division administrator to the Supervisory Leadership Development Program, Employee Relations Division, DHRD, explaining why funds are not available and requesting the amount of assistance needed.

I believe the LFR program, along with the other courses in DHRD's SLDP, have the potential to greatly improve the productivity of and the relationships in your departments. I am asking for your support of this new course in making available the funds and time required by your supervisors to participate.

* LFR will be required of all professional (BU 13) and white collar (BU 4) supervisors. First-line blue collar supervisors (BU 2), however, will be required to take the FrontLine Leadership course (course description attached). Second-level blue collar supervisors (some in BU 2 and some in BU 4), what we have termed "supervising foremen," will be required to take LFR. These distinctions are described in the blue collar SLDP catalog.

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We would be happy to give a brief presentation on LFR and the SLDP at your location for the management team in your department. Please call Mark Epstein, DHRD Training Program Manager, at 587-1058 if you are interested or if you have any questions on LFR or our other supervisory training.

Enc.

c: All Departmental Personnel Officers

Diane Sumida, Acting DHRD Employee Relations Division Chief

ERD/trng:ME